

DEPARTMENTAL ADMINISTRATION INSTRUCTION		NUMBER: DA-010-1
SUBJECT: Issuance of Departmental Administration Directives		ORIGINATING OFFICE: Office of Operations
REPLACES: ASAR-0100-1 which is obsolete		DISTRIBUTION: All Departmental Administration Offices
APPLIES TO: All Departmental Administration Offices		EXPIRES: When superseded or canceled
APPROVED BY: Paul W. Fiddick Assistant Secretary for Administration		EFFECTIVE DATE: January 19, 2001

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1 PURPOSE

This instruction establishes standard Departmental Administration (DA) policies, assigns responsibilities, and outlines procedures for issuing policy and procedural directives which:

- a Are issued by DA Offices; and
- b Apply to one or more DA Staff Offices and/or their full-service customers.

Pertinent definitions and descriptions of terms are included in the Glossary (Appendix A).

2 INTRODUCTION

DA is the central organization within USDA responsible for the leadership and oversight of administrative management activities in each USDA mission area and Departmental Staff Office. DA's functions include the following: human resources management, civil rights, small and disadvantaged business utilization, procurement and property management, facilities operations, conflict resolution, crisis planning and management, energy efficiency, ethics, and outreach programs. DA is also home to judicial functions and the Hazardous Materials Management Group, organizations which have been administratively placed within DA.

DA issues directives, as appropriate, to:

- a Interpret, clarify, and apply external laws, regulations, and rules to missions, programs, and functions.
- b Establish, promote, and document consistent policies and procedures and explain their purposes and goals.
- c Provide expert guidance on the effective management of administrative functions.
- d Serve as a guide for employees in the proper performance of their jobs.
- e Assign responsibility and accountability.

3 SCOPE

This instruction establishes DA guidelines and procedures that apply to DA organizations and, in some cases, to full-service customers.

- a Directives applicable to DA only. DA directives will be used to establish common policies where DA has the discretion to establish such policies for its organizations and employees. For example, common DA policies may be established for local travel or time and attendance reporting. Full-service customers of DA would not be covered by these DA-only policies. However, should a full-service customer organization wish to follow policies established by DA, the head of the organization may ask to be included in the coverage of the applicable DA directive.
- b Directives applicable to full-service customers. DA staff offices will also use the DA directives system to document procedures they establish which apply to all their full-service customers, including DA Offices. Examples could be the Career Transition Assistance Plan, procurement operations procedures, etc. These procedures cover only full-service customers, not all of USDA. The Originating Office will coordinate with applicable full-service customer organizations and include them in the clearance process.

4 POLICY

- a The Assistant Secretary for Administration, the Deputy Assistant Secretary for Administration, or those acting in their stead, will sign all DA directives which affect:
 - (1) All DA employees;
 - (2) Two or more DA staff offices; or
 - (3) Full-service customers.
- b The Office of Operations will manage the DA directives process including the electronic distribution of the final authorized version. The Originating Office will draft and clear DA directives. Specific responsibilities are listed in Section 10 of this instruction.

5 RELATIONSHIP OF USDA DIRECTIVES SYSTEM TO AGENCY DIRECTIVES

Department-level offices such as DA and its organizations, OCFO, and OCIO generally issue Department-wide guidance via various directives systems, some of which are listed below:

Examples of USDA Directives and Issuances	Issued by:
Departmental Directives System (DDS) DR-0100-001 dated July 25, 1996	All Departmental Offices through the system maintained by OCIO
Personnel Bulletins and Notices	DA- Office of Human Resources Management
Agriculture (AG) Acquisition Regulation (AR) - AGAR issuances concerning USDA procurement regulations.	DA-Office of Procurement and Property Management
Agriculture Property Management Regulations (AGPMR)- implementing Federal Property Management Regulations (FPMR) and Federal Regulations (FMR) related management.	DA-Office of Procurement and Property Management
Office of the Chief Financial Officer (OCFO) - National Finance Center (NFC) Issuances	OCFO - NFC
Agriculture Travel Regulations (ATR) implementing Federal Travel Regulations (FTR)	OCFO
Issuance of Agriculture Regulations related to Federal Information Resources Management Regulations (FIRMR)	Office of the Chief Information Officer (OCIO)

These Department-level directives (such as those listed above) sometimes require more specificity or actually require mission areas to issue supplemental guidance. This additional guidance is issued via mission area or agency directives systems, which apply to specified employees, generally within the mission area or agency which issues the directive.

The DA Directives system is the equivalent of a mission area or agency system in that it issues guidance applicable to specified employees -- DA employees and in some cases to full-service customers.

6 TYPES OF DA DIRECTIVES

- a Permanent DA Directives. Permanent directives are directives that are in force until specifically canceled and are:
 - (1) **Instructions.** Departmental Administration Instructions (DA-INST) promulgate policy; delegate authority; establish responsibility; establish statutory, national advisory, or interagency committees; and prescribe

procedures governing DA activities and operations. If further explanation or clarification is needed, DA Instructions may also include selected material of an administrative nature that is published in the Federal Register or the Code of Federal Regulations.

- (2) **Manuals.** Manuals are used for detailed, relatively lengthy, technical guidance that is procedural in nature, for example, a manual outlining timekeeping processes. Manuals generally are written for the "specialist" audience. They provide standards and guidance pertaining to a particular subject or administrative function, generally of the type that must be referred to on a daily or frequent basis. Some manuals implement an external agency directive series with policy and procedural guidance.

- b **Bulletins.** Bulletins are directives which announce policy or procedure usually of a temporary nature and normally address a single subject. Bulletins:
1. are effective for two years or less unless specified otherwise in the bulletins.
 2. cannot be amended, except through the issuance of another Bulletin, Instruction, or Manual.
- Bulletins will be numbered sequentially beginning with the Fiscal Year, for example, DA Bulletin 00-4 indicates the 4th bulletin issued in Fiscal Year 2000.

7 FORMAT AND STYLE OF DA DIRECTIVES

The format and style of DA directives are outlined in Appendix B. These generally follow guidelines in DR-0100-001 with modifications for DA use.

8 CLASSIFYING AND NUMBERING DA DIRECTIVES

DA Instructions and Manuals are assigned a two-part identifying code which consists of a classification code and a serial number. Classification is the arrangement of directives into categories and subcategories according to their subject matter. The classification code assigned to a directive indicates the subject matter of that directive. Using DR-0100-001 as an example, the classification code 0100 indicates that the subject of the directive is the Departmental Directives System. The second series of numbers, 001, is the serial number, a unique numeric code used to further identify the document to which the serial number applies as the initial or the fundamental regulation issued on that subject.

Classification codes for DA directives will initially be assigned by the Originating Office based on the following list of three-digit classification codes specifically used for DA

directives:

DEPARTMENTAL ADMINISTRATION DIRECTIVES
Classification Codes

CODE #	TOPIC
000	Departmental Administration Issuances
100	General Administrative and Management. Cross-cutting, administrative or management policies and functions that affect more than one functional area. Examples include ethics, planning, committee management, delegations of authority, DA staff offices.
200	Administrative Services. Includes standard administrative services and procedures not covered by one functional area such as records management, travel, telecommunications and resources management, security, building operations, and facilities management.
300	Budget and Finance
400	Human Resources
500	Procurement and Property Management
600	Civil Rights and Equal Employment Opportunity
700	Small Business Utilization and Program Outreach
800-999	RESERVED

The three-digit categories can be further divided into subcategories. The three-digit classification code is used to differentiate DA directives from Department directives which use a four-digit numbering system. The DA Issuances Office will verify that the classification code assigned by the Originating Office is appropriate. Once the proper classification code is selected, the DA Issuances Office will assign the serial number that designates that directive as separate from other directives with the same classification code.

9 CLEARANCE PROCEDURES

Since DA directives, by definition, affect two or more DA staff offices and/or full-service customers, these issuances must be properly cleared and signed by the Assistant Secretary for Administration or designee before taking effect. Clearance procedures for DA directives are provided in Appendix C.

The Originating Office must coordinate with customer organizations and include them in the clearance process. All customer organizations must also be included in the header *APPLIES TO:* and *DISTRIBUTION:* sections and in any *APPLICABILITY* paragraph used in the directive text.

10 RESPONSIBILITIES

a The DA Issuances Office will:

- (1) Establish policies, standards, and procedures for the DA Directives System;
- (2) Provide assistance and advice to originators of DA directives;
- (3) Recommend the issuance of new or revised DA directives;
- (4) Review all draft DA directives prior to formal clearance to ensure that provisions of this instruction are met;
- (5) Ensure that the final version of the DA directive to be signed by the Assistant Secretary for Administration or the Deputy Assistant Secretary for Administration is properly and completely cleared;
- (6) Forward DA directives to the Office of the Assistant Secretary for Administration for signature;
- (7) Following approval, add the serial numbers to DA directives and ensure that the classification code, serial number, and date appears on all pages prior to final distribution;
- (8) Coordinate electronic distribution of the final DA directive via Internet or Intranet, as appropriate;
- (9) Notify by e-mail, concerned and affected offices and/or employees of the existence and location of the electronic version of the new DA directive;
- (10) Manage the classification code system to ensure that all DA directives are properly classified;
- (11) Maintain and periodically issue appropriate indices and checklists for current DA directives;
- (12) Maintain a central reference set and historical files of DA directives, including copies of current and superseded directives, clearance forms, and other pertinent records;
- (13) Alert Originating Offices to review instructions and manuals for obsolescence on their anniversary dates and before a bulletin expires; and

- (14) Periodically audit the DA Issuances System; request, evaluate and approve suggestions for improving the directives system; eliminate unnecessary DA directives; and ensure that the DA Issuances System is in accord with other management programs and controls.
- b DA Staff Office Directors will:
- (1) Serve as a clearance official for all DA Directors
 - (2) Ensure that their staffs are aware of and comply with this instruction;
 - (3) Ensure that all DA directives in their areas of responsibility are complete, accurate, and current;
 - (4) Ensure that their staffs have access to Internet or paper copies of the final DA directive;
 - (5) Appoint a DA Issuances Liaison Officer to manage, control, and coordinate all DA directive activities within their staff offices and notify the DA Issuances Office of the name, complete mailing address, and telephone number of the liaison, or any replacement;
 - (6) Ensure that their offices have one or more reference sets of current DA and any pertinent external directives; and
 - (7) Distribute copies of applicable directives to their employees who do not have access to e-mail, Internet, Intranet, or who require special accommodations.
- c Originating Offices will:
- (1) Prepare DA directives within the scope of their delegated authorities;
 - (2) Determine the impact of external directives on assigned functions and issue or amend DA directives as appropriate to implement or incorporate the external issuances;
 - (3) Coordinate and clear proposed DA directives with affected organizational units, including with forms and reports specialists, if forms or reports are required by, modified by, or canceled by the proposed DA directive;
 - (4) Be responsible for typing and proofing DA directives including typing the classification code on the final copies of DA directives initiated in their staff offices prior to the clearance process;
 - (5) Recommend a classification code and distribution;
 - (6) Provide the DA Issuances Office with a paper copy and the Microsoft Word file copy of each cleared DA directive for forwarding to the Office of the Assistant Secretary for Administration for final review and approval;
 - (7) After issuance, distribute paper or electronic copies of the DA directive to serviced non-DA offices;
 - (8) After issuance of the DA directive, retain background materials, e.g., clearance comments and related documents; and
 - (9) At least annually, review DA directives for which they are responsible,

and revise, amend, rescind, or codify, as appropriate.

- d Clearance Offices will:
 - (1) Participate in coordination sessions when requested by the Originating Office;
 - (2) Review proposed DA directives and indicate formal concurrence or nonconcurrence; and
 - (3) Return comments to the Originating Office by the established deadline.
- e Staff Office DA Issuances Liaison Officers will:
 - (1) Serve as liaisons to the DA Issuances Office on all matters relating to the DA Issuances System;
 - (2) Assist Originating Offices with drafting and clearing DA directives; and
 - (3) Ensure DA directives are properly distributed within their staff offices on a need-to-know and need-to-act basis.

11 EFFECTIVE DATE

The date that the Assistant Secretary for Administration or the Deputy Assistant Secretary for Administration signs the DA directive is the effective date, unless otherwise indicated. See Appendix C.

12 DISTRIBUTION

Once signed, the DA directive is returned to the DA Issuances Office, which logs it in the DA Issuance System and sends it to the Office of Operations Information Resources Division for placement on the appropriate webpage. The DA Issuances Office notifies all concerned parties of the existence of the directive and its location on the DA website. The Originating Office is responsible for distributing paper copies of DA directives as follows:

- a Standard. Standard distribution of DA directives consists of a minimum of two paper copies of each directive to each staff office director and other affected staff offices. Individual offices are then responsible for distributing additional copies to each division and field location, where needed.
- b Electronic. To save paper, DA directives can be distributed to staff offices as attachments to electronic mail (e-mail) messages. However, this method can result in unexpected text modifications or formatting changes. DA directives will also be placed on the Intranet or Internet for reference.

- c All Employees. DA directives containing information that each employee must be made aware of or be held accountable for will be distributed to staff offices for further distribution to all affected employees. Managers and supervisors should ensure that employees requiring special accommodations will receive a copy in the format that meets their needs. When appropriate, employees will be e-mailed notice of the existence of DA directives affecting them and how to find them.
- d Other Serviced Agencies. The Originating Office should provide serviced agencies which do not report to the Assistant Secretary for Administration, e.g., OBPA, OGC, with appropriate covering instructions and copies of DA directives which affect them.
- e Special. On occasion, it may be necessary to issue a DA directive to a special audience. In such cases, the Originating Office should contact the DA Issuances Office to discuss distribution requirements.

13 INQUIRIES

Questions and comments concerning the requirements of this instruction should be made to the DA Issuances Office, Office of Operations, Information Resources Division, at (202) 720-2906.

DEPARTMENTAL ADMINISTRATION DIRECTIVES

APPENDIX A

Glossary

Agency	Organizational units of the Department, other than DA staff offices as defined below, whose heads report to officials within the Office of the Secretary.
ASAR	Assistant Secretary for Administration Regulation (the DA Directives System replaces the ASAR System)
Classification	The arrangement of directives into categories and subcategories according to their subject matter.
Classification Code	The three-digit code assigned to DA directives based on the appropriate subject matter categories and subcategories.
Clearance	The process by which DA directives are routed to affected offices for review and comment.
Clearance Office(s)	Offices which are affected by the DA directive.
Clearance Official	Head of the organization affected by the DA directive.
DA	Departmental Administration. DA includes the Assistant Secretary for Administration and immediate staff and all organizations reporting to the Assistant Secretary for Administration.
DA-INST	Departmental Administration Instruction
DA Issuances Office(r)	The office or individual responsible for managing the DA directives system. This responsibility is assigned to the Office of Operations, Information Resources Division.
DA Issuance Liaison	Person identified by each Staff Director to work as a liaison with the DA Issuance Office, who will maintain the list of liaisons.
DA Organization or DA Staff Office	A subelement or staff office of Departmental Administration, e.g., Office of Operations, Office of Outreach. Any organizations that report directly to the Assistant Secretary for Administration.
Departmental Staff Office	Departmental offices whose heads report to the Secretary or Deputy Secretary, for example, the Office of Budget and Program Analysis, or the Office of the Chief Financial Officer.

Directives	Issuances which originate within Department agencies or Departmental staff offices as interpretations of Departmental directives, external directives, or enabling legislation.
Format	The design of directive pages for positioning information such as directive number, subject, date, page number, margins, fonts, etc.
Full-Service Customer	Customers to whom DA offices provide direct service. DA performs functions for its designated customers identical to those performed by each mission for their employees. Full-service customers may receive support in some or all of the following functions: human resources operations (personnel); procurement operations; property services (office moves, excess property); general administrative services (travel, FOIA, directives, etc.); resources management support; finance; EEO; and operating policies and procedures related to these functions. DA Offices receive all services. Departmental Staff Offices (OCFO, OCIO, etc.) receive support in some of the areas (e.g., personnel and procurement operations).
Intranet	An internal webpage accessible only to specified offices or employees.
OBPA	Office of Budget and Program Analysis
OCFO	Office of the Chief Financial Officer
OCIO	Office of the Chief Information Officer
OO	Office of Operations
Originating Office	The DA staff office or unit which initially drafts the DA directive.

DEPARTMENTAL ADMINISTRATION DIRECTIVES

APPENDIX B Format and Style

The format and style of DA directives follow the basic guidelines in Departmental Regulation (DR) 0100-001 on the Departmental Directives System. Modifications were made to meet DA requirements.

1 HEADER

In order to establish a standard appearance, DA Instructions and Bulletins must have a header on the first page following this example:

U.S. Department of Agriculture Washington, D.C. 20250	
DEPARTMENTAL ADMINISTRATION INSTRUCTION/MANUAL/BULLETIN <i>(Select one.)</i>	
NUMBER: <i>Found in Section 8 of this instruction.</i>	
SUBJECT: <i>Topic which this directive addresses. Should relate to classification code found in Section 8 of this instruction.</i>	ORIGINATING OFFICE: <i>The DA Office which initiates original draft.</i>
REPLACES: <i>If this directive replaces one or more predecessors, indicate which ones.</i>	DISTRIBUTION: <i>The offices and employee groups which should receive this directive.</i>
APPLIES TO: <i>Designate to which DA Offices and/or employees this directive applies. In some cases, customer offices outside DA are included.</i>	EXPIRES: <i>Where applicable, indicate when this directive expires. Applies primarily to Bulletins. If there is no expiration date, use "When superseded or canceled."</i>
APPROVED BY: <i>Signature of the Assistant Secretary for Administration, Deputy Assistant Secretary for Administration, or designee.</i>	EFFECTIVE DATE: <i>Date the approving official signs the issuance.</i>

DA Manuals can use the above sample header or a cover page which includes the same information as the sample header. Manuals which include a *Table of Contents* should use a cover page. While DA Manual covers need not resemble each other exactly, to establish an appearance recognizable as a DA Manual, covers will be reviewed by the DA Issuances Office for conformance with other DA Manual covers.

2 REQUIRED SECTIONS

TABLE OF CONTENTS	Use in manuals and directives longer than 4 pages to assist readers in finding specific sections. See section 4c of this Appendix.
PURPOSE	Briefly state the purpose of the directive. If space allows, the scope of the directive and its applicability to DA offices, employees, or customer agencies can also be included here or in separate paragraphs. Pertinent references to relevant laws, Executive Orders, external directives, etc., also can be included. If references are lengthy, a separate paragraph entitled "REFERENCES" may be used.
INTRODUCTION	Describe any pertinent background materials relating to the purpose for writing this directive.
POLICY	Provide a brief summary of the principal policy promulgated in the directive.
RESPONSIBILITIES	Identify responsible officials, offices, agencies, and functional specialists and their duties relative to the directive requirements.
GLOSSARY	A list of definitions, descriptions of terms, abbreviations and acronyms used in the directive.

3 OPTIONAL SECTIONS

ABBREVIATIONS	Use to identify abbreviations used throughout the directive.
APPLICABILITY	Use to elaborate on or refine the <i>APPLIES TO</i> : section of the directive header.
BACKGROUND	Provide a brief summary of the historical information or the circumstance which necessitates the directive.
CANCELLATION	Use for temporary directives.
DELEGATION OF AUTHORITY	Include as appropriate.
FORM(S)	Identify any forms affected by the directive. Include complete title and number.

OBJECTIVES	List and describe what the directive is expected to accomplish.
PROCEDURES	Outline how to accomplish the objectives of the directive.
REFERENCES	Where necessary, list any publications or regulations which apply to the directive.
REPORT(S)	Identify any reports affected by the directive. Include complete title and number.
SCOPE	State what areas the directive covers.

4 ADDITIONAL COMPONENTS

A DA directive may include the following:

- a Cover. DA Instructions and Bulletins will normally be printed without covers. However, depending on the number of pages and the expected frequency for handling and referencing, the Originating Office may include a cover. DA Manuals should have covers. While covers are not numbered, cover pages can be considered the first page of a directive, therefore, the subsequent Foreword and Table of Contents are rarely designated "page i."
- b Foreword. Forewords are introductory messages which may be used as needed in directives with covers. Capitalize and center the word "FOREWORD" on the first introductory page, three lines above the text. The Foreword should be alone on its own separate, odd-numbered page, preceding the first page of the directive. Normally, paragraphs in a Foreword are not numbered. Use small Roman numerals to number the Foreword page(s).
- c Table of Contents
 - (1) Directives with Covers. Use a Table of Contents in all DA directives with a cover or which are longer than 4 pages. Begin the Table of Contents on a separate, odd-numbered page. Completely capitalize and center the words "TABLE OF CONTENTS" three lines above the listing. Use small Roman numerals to number the Table of Contents page(s).
 - (2) Directives without Covers. A Table of Contents may be used for directives without covers when the directive is longer than 4 pages. Instead of the words "TABLE OF CONTENTS," type the word "Section" three lines below the header and to the left-hand side of the page. Two lines below the word "Section" list the directive contents. Three lines below the last entry, start the text of the directive.

- d Appendix. Use Appendices for detailed procedural or supplementary material. Give each Appendix a short, descriptive title. Capitalize and center the title and the alphabetic appendix designation, three lines above the body of the Appendix. Begin Appendices on odd-numbered pages. Number paragraphs in the text of an Appendix in the same manner used in the text of the directive. Number Appendix pages A-1, A-2, B-1, B-2, etc.
- e Figure. Use a Figure for graphic presentations, forms, and illustrations. Give each Figure a short, descriptive title. Capitalize and center the Figure designation in Arabic numerals, i.e., 1, 2, 3, etc., six lines above the Figure followed by the title which is typed three lines above the form or illustration. If a Figure is in an Appendix, precede the Figure number with the Appendix number; e.g., Figure B-3.
- f Table. Use a Table for listing data. Use the same numbering and titling conventions as for Figures but number separately, e.g., Table 1, Table B-1.

5 SPECIALIZED COMPONENTS

Used in DA Manuals. Manuals may be divided into Chapters, Parts, and Sections and will have a cover and a Table of Contents. They may have a Foreword.

- a Chapters. Give each Chapter a brief, descriptive heading or title and start it on an odd-numbered page. Designate Chapters by Arabic numerals preceded by the word CHAPTER, e.g., CHAPTER 1, CHAPTER 2, CHAPTER 3. Capitalize the chapter designation and center it three lines below the top of the page. Two lines below the chapter heading, completely capitalize and center the title. Begin the text three lines below the title. Number the pages consecutively.
- b Parts. Lengthy Chapters, depending on their complexity, may be divided into Parts. The first page of each new Chapter will bear the chapter designation and title and the part number and title. Capitalize, center, and position the chapter designation and title on one line, three lines below the top of the page. Capitalize, center, and position the part designation and title two lines below the chapter designation and title.

Start the text three lines below the part number and title. Begin each new Part on an odd-numbered page, six lines from the top of the page and three lines above the section(s) it encompasses. Capitalize and center the title two lines below the part number. The first page of each new Part within a chapter will bear the new part number and title only (not the chapter and title).

Consecutively number Parts throughout a Chapter, using capitalized Roman numerals, i.e., I, II, III. Number pages consecutively. Appendices and Figures

will be treated as directed in section 4d and 4e of this Appendix, respectively.

c Sections. Treat sections as described in section 6a(1), 6a(2), and 6c(1) of this Appendix.

6 FORMAT

a Units of Text

- (1) The basic unit of text in a directive is the numbered section.
- (2) A numbered section may consist of a single paragraph or several paragraphs and/or subparagraphs. Use subparagraphs to separate complex issues within paragraphs or to list conditions, exceptions, or procedures.
- (3) If paragraphs are subdivided, there must be at least two subparagraphs for every subdivision level.

b Headings

- (1) Capitalize section headings. Do not underscore. Omit a period. Do not begin text on the same line.
- (2) Within each section, as a rule, give first- and second-level subdivisions a brief, descriptive heading. When beneficial, use headings at any subdivision level provided each subparagraph within that specific subdivision bears a heading. Be consistent.
- (3) Capitalize the first letter of the first word and all major words in subdivision headings. Close with a period and begin text on the same line unless the heading stands alone. In such cases, omit the period.

c Numbering of Subdivisions. Number or letter all subdivisions as follows:

- (1) Section. Use Arabic numerals; i.e., 1, 2, 3, etc.
- (2) First Level Subdivision. Use small letters of the alphabet; i.e., a, b, c, etc.
- (3) Second Level Subdivision. Use Arabic numerals in parentheses; i.e., (1), (2), (3), etc.
- (4) Third Level Subdivision. Use small letters of the alphabet in parentheses; i.e., (a), (b), (c), etc.
- (5) Fourth Level Subdivision. Use Arabic numerals underlined; i.e., 1, 2, 3, etc.

d Spacing and Indenting

- (1) The general rule is:
 - (a) Single space the text.
 - (b) Double space between paragraphs.
 - (c) Triple space between numbered sections.
- (2) In cases where the items in a listing consist of one line each, as above, they should be single spaced.

e _____ Type Style. Times New Roman 12 point is the preferred type style. To emphasize a point, capitalize the word, line, sentence, etc.

f _____ Page Numbers. All right-hand pages will be odd numbered; all left-hand pages will be even numbered. In the main text of a directive, use Arabic numerals centered one-half inch from the bottom of the page. Number pages consecutively, including pages that contain Figures or Tables. Begin numbering with the second page. Number Appendix pages A-1, A-2, B-1, B-2, etc. Use small Roman numerals for a Foreword or Table of Contents.

7 GRAMMAR, STANDARD USAGE, AND STYLE

To ensure uniformity of style in DA directives, this section provides a brief summary of some important usage rules, as well as style preferences. Generally, the standard for grammar, usage, and style is the Government Printing Office (GPO) *Style Manual*. This section either amplifies or amends rules established by GPO. For information on a topic that is not covered in this section, consult the GPO *Style Manual*, refer to grammar and style books, such as Strunk & White's *The Elements of Style*, or websites on the Internet such as the National Partnership for Reinventing Government Plain Language Action Network website at <http://plainlanguage.gov>. The rules listed in this section pertain only to DA directives and may not apply to other DA issuances.

- a Abbreviations and Acronyms. Use abbreviations and acronyms that are familiar to the intended audience. Define all abbreviations and acronyms the first time used in the directive, including DA offices. For example: "All employees need to complete an Individual Development Plan (IDP)." The one exception: U. S. Department of Agriculture is abbreviated USDA without introduction. Do not use the abbreviation or acronym if used only once in the directive. An abbreviation or acronym used five or more times should be included in the Glossary. Reintroduce an abbreviation or acronym when it is not used for several pages.
- b Referencing Forms and Other Directives. References to forms and directives need to be defined when first introduced. If you refer to a form five or more times, list it in the Glossary. With forms, give the form number then the form name, set off by commas. With directives, give the number and then, set off by commas, its title. For example: "Complete form SF-71, Application for Leave, in advance." After referring to a form or a directive once, do not reintroduce it.
- c Writing Style. Keep the audience in mind when drafting the directive. Use a writing style that is "reader-friendly," concise, and direct. Keep words and sentences succinct and to the point. Use short sections and paragraphs. White space helps readers. Making rules easier to read better serves customers. Refrain from using obscure words and legalese. Avoid using these words and phrases:

INSTEAD OF ...	USE ...
<i>Data is</i> <i>Media is</i>	Data and Media are plural. The correct plural verb to use is “are.”
<i>Memorandums</i>	Memoranda
<i>Due to</i>	“Because of,” “must,” or “will”
<i>Pursuant to</i>	“Under”
Gerunds (“ing” words), e.g., <i>explaining</i>	“Explain” or “to explain”
Passive Voice, e.g., <i>forms are submitted to . . .</i>	Active Voice, “submit forms to . . .”

d Capitalization and Spelling. In addition to GPO rules, use the following guidelines with DA directives:

- (1) Capitalize *agency* only when using it to refer to a particular agency. Likewise, capitalize *Department* when referring to USDA. Capitalize *Departmental Regulations* but not *departmental*. The same rules apply to *federal*, *president*, *congress*, and *government*. For example:

Each agency must establish guidelines.
You must have your agency head's approval.
Once the Forest Service Chief establishes the policy, the Agency will comply.

- (2) Do not capitalize titles of a position, e.g., branch chief, division director, or agency head, unless referring to a specific person or position, e.g., J. Jones, Administrator.
- (3) Be sure to use the spell check feature of the word processor, such as WordPerfect, on the final draft.

DEPARTMENTAL ADMINISTRATION DIRECTIVES

APPENDIX C

Coordination, Clearance, and Approval

1 APPLICABILITY

The procedures prescribed in this appendix apply to all DA directives covered by this instruction, including amendments and revisions.

2 CLEARANCE PROCEDURES FOR DA DIRECTIVES

Originating Offices are responsible for coordinating and obtaining formal clearance of proposed DA directives with Clearance Offices. Prior to informal or formal clearances, the informal coordination of directives is encouraged. It can greatly speed the formal clearance process and decrease the chances of last minute nonconcurrence or substantive changes.

- a Informal Coordination. Drafters in Originating Offices should contact their counterparts in other DA offices to alert them that a DA directive is being drafted which may affect their offices or personnel. Requests for preliminary inputs are appropriate at this time.
- b Informal Clearance. The Originating Office prepares the draft DA directive in final format and an AD-116 (Clearance and Approval for Departmental Issuances), and forwards both to the DA Issuances Office. Specific instructions on preparing the AD-116 are found in DR 0100-001. The DA Issuances Office will review the draft DA directive for format, clarity, and intelligibility and the AD-116 for appropriate clearances. Upon completion, the DA Issuances Office will return the directive package to the Originating Office along with any appropriate comments.
- c Formal Clearance. The appropriate changes will be made by the Originating Office prior to forwarding the package to the remaining clearance officials. Clearance must be obtained from the Heads of all offices affected by the issuance (DA staff offices or other Departmental offices, if appropriate). Forward the directive package to the clearance officials by one of the methods listed in section 4 of this Appendix. Clearance officials should comment on those matters that are within their functional area or affect their organization or personnel.

3 CLEARANCE DEADLINES

The Originating Office monitors clearance progress to ensure that deadlines are met. If requested and justified, the Originating Office can grant an extension of the deadline date.

- a The Originating Office should establish realistic deadline dates for clearances which allow for mail and delivery time. The deadline date should be indicated in the appropriate block of the AD-116.
- b As soon as a Clearance Office realizes it cannot meet the deadline, it should notify the Originating Office and request an extension.
- c Clearance Offices which do not respond within established deadlines will be assumed to have concurred, unless an extension is requested of and granted by the Originating Office.

4 METHODS USED IN CLEARING A DIRECTIVE

The desired turn-around-time should determine the clearance method. DA directives which are urgent can be hand-carried between Clearance Offices by the Originating Office or sent electronically via e-mail or the Internet. Clearance methods which may be used are:

- a Simultaneous Clearance. The Originating Office attaches a copy of the AD-116 to each Clearance Office copy of the DA directive. Each addressee is identified by making a check mark next to a name and title on the AD-116. The clearance official indicates the date the directive package was received and the date it was returned to the Originating Office. The clearance official also initials the appropriate column concurrence/nonconcurrence and returns the DA directive, the AD-116, and any comments to the Originating Office.

The Originating Office compiles all clearance comments, makes corrections, if any, and forwards the final copy of the DA directive, together with all completed AD-116 forms, to the DA Issuances Office. A consolidated AD-116 can be used as a cover sheet with the individual AD-116s attached.

- b Sequential Clearance. The Originating Office attaches an AD-116 to the draft directive identifying each Clearance Office in the routing sequence and forwards the package to the first Clearance Office. Each clearance official indicates the date the directive package was received and the date it was sent forward to the next office or returned to the Originating Office. Each clearance official also initials the appropriate column of the AD-116 to indicate concurrence/nonconcurrence and forwards the package to the next clearance official unless problems need to be resolved with the Originating Office. If there

are no problems, the last clearance official returns the directive package to the Originating Office for finalization.

5 CLEARANCE GENERATED COMMENTS

The Originating Office will address all comments before forwarding the final directives package to the DA Issuances Office. The Originating Office:

- a Determines which comments should be incorporated and revises the draft accordingly;
- b Obtains a second clearance from affected clearance officials if the DA directive is significantly revised;
- c Prepares a memorandum to the DA Issuances Office explaining any recommendations not adopted and why. Include the names and titles of clearance officials who do not respond; and
- d Forwards the revised DA directive, with the memorandum described in section 5c of this Appendix and all initialed AD-116s to the DA Issuances Office.

DA directives clearance conflicts which are not resolved at the staff office level will be decided by the Deputy Assistant Secretary for Administration.

6 APPROVAL

The Assistant Secretary for Administration, the Deputy Assistant Secretary for Administration, or those acting in their stead will indicate approval by signing and dating the original issuance as follows:

- a Instructions. The original will be signed on the cover, in the designated block on the header. The effective date will be the date of signature. On electronic copies the signature block will contain the name and title of the signatory. For example:

J. Doe
Assistant Secretary for Administration

- b Manuals. Manuals will be transmitted via a cover memo which will be signed and dated by the approving official.
- c Bulletins. Bulletins will be signed and dated.

All original signed and dated approvals and clearance sheets (AD-116) will be made a

part of the official record and maintained by the DA Issuances Office.